

**A STUDY ON THE IMPACT OF EMPOWERMENT ON
EMPLOYEE PERFORMANCE IN THE AUTOMOTIVE INDUSTRY IN
MALAYSIA**

KOK POOI CHEN

A Master's Project submitted in partial fulfilment of the requirements for
the degree of Master of Human Resource Management

Centre for Graduate Studies
Open University Malaysia

2011

DECLARATION

Name: Kok Pooi Chen

Matric Number: CGS 00457919

I hereby declare that this Master's Project is the result of my own work, except for quotations and summaries which have been duly acknowledged.

Signature:

Date:

A STUDY ON THE IMPACT OF EMPOWERMENT ON EMPLOYEE PERFORMANCE IN THE AUTOMOTIVE INDUSTRY IN MALAYSIA

KOK POOI CHEN

2011

ABSTRACT

This research aims to investigate the relationship between empowerment and employee performance in the Malaysian automotive industry. It also aims to examine the influence of empowerment on employee performance and to identify which of the four (4) dimensions of empowerment has the greatest influence on employee performance. The four dimensions of empowerment, namely meaning, competence, self determination and impact, are the identified independent variables, with employee performance as the dependent variable. Each of the dimensions of empowerment was tested to determine its relationship with employee performance. Questions on empowerment were adopted from Spreitzer (1995) 12-item questions on meaning, competence, self determination and impact. The questions on performance were adapted from Carly Webster's (2006) empirical study on "An empirical analysis of the relationships between the interactive use of performance measurement systems, creativity and performance: the intervening role of psychological empowerment". The questionnaires were sent to 107 companies. A total of 89 respondents from 21 companies participated in the survey. The participating companies represented a return rate of 19.6% of the invitations sent to 107 companies. Six (6) hypotheses were developed and tested using Pearson Correlation and Regression Analysis. The findings indicate that employees in the automotive industry find that empowerment strongly influences employee performance. There is significant correlation between the dimensions of empowerment and employee performance. They feel that when they are empowered with autonomy, freedom and opportunities to influence decision making in their jobs or organisation, their performance will improve significantly. The implications of these findings are discussed and suggestions for future research are also identified and proposed.

Key Words : empowerment, employee performance

KAJIAN IMPAK *EMPOWERMENT* KEPADA PRESTASI PEKERJA DALAM INDUSTRI AUTOMOTIF DI MALAYSIA

KOK POOI CHEN

2011

ABSTRAK

Penyelidikan ini bertujuan untuk mengkaji hubungan antara *empowerment* dengan prestasi kerja dalam industri automotif di Malaysia. Ia juga bertujuan untuk mengkaji pengaruh *empowerment* kepada prestasi pekerja dan untuk mengenalpasti yang mana dari empat (4) dimensi *empowerment* mempunyai pengaruh besar ke atas prestasi pekerja. Empat dimensi *empowerment*, iaitu makna, kompetensi, autonomi dan impak berupa “independent variables” dan prestasi pekerja adalah “dependent variable”. Setiap satu daripada dimensi *empowerment* telah diuji untuk menentukan hubungannya dengan prestasi pekerja. Soalan mengenai *empowerment* telah diterima pakai dari Spreitzer (1995) 12-item soalan pada makna, kompetensi, autonomi dan impak. Soalan-soalan mengenai prestasi kerja telah disesuaikan daripada kajian Carly Webster (2006) yang bertajuk “An empirical analysis of the relationships between the interactive use of performance measurement systems, creativity and performance: the intervening role of psychological empowerment”. Soal selidik telah dihantar kepada 107 syarikat. Seramai 89 responden dari 21 syarikat mengambil bahagian dalam kajian ini. Syarikat-syarikat yang mengambil bahagian dalam soal selidik ini merupakan kadar pulangan sebanyak 19.6% daripada jempuran yang dihantar kepada 107 syarikat. Enam (6) hypothesis telah dibangunkan dan diuji menggunakan Korelasi Pearson and Analisis Regresi. Hasil kajian ini menunjukkan pekerja dalam industri automotif berpendapat bahawa *empowerment* mempengaruhi tahap prestasi kerja mereka. Hasil kajian ini juga terdapat hubungan yang signifikan antara dimensi *empowerment* dengan prestasi kerja. Mereka berpendapat bahawa apabila mereka diberi autonomi dan peluang untuk mempengaruhi proses membuat keputusan dalam pekerjaan atau organisasi mereka, prestasi kerja mereka akan meningkat dengan ketara. Implikasi penemuan kajian ini dibincangkan dan cadangan untuk penyelidikan pada masa akan datang juga dikenalpasti.

Kata kunci : *empowerment*, prestasi pekerja

ACKNOWLEDGEMENTS

Researchers rarely toil alone and my completion of this research work is no exception. I would like to extend my warm thanks to all those who have helped me in this journey of learning and discovery.

First and foremost, my appreciation to my supervisor, Dr Nik Hasnaa Nik Mahmood, for her dedicated commitment and guidance and also for the standards she has set for us students, to achieve. The completion of this research work is also made possible through the support from family, colleagues and course mates who give each other a nudge to ensure we are on-course.

I would also like to make a special mention of thanks to Ms Yeoh Yuan Ting who has helped me tremendously in getting people to participate in the survey. And to all the respondents, I thank you for your input which has provided valuable feedback to the Malaysian Management community on the need to empower people for greater performance.

TABLE OF CONTENTS

TITLE PAGE		
DECLARATION		ii
ABSTRACT		iii
ABSTRAK		iv
ACKNOWLEDGEMENTS		v
TABLE OF CONTENTS		vi
LIST OF TABLES		viii
LIST OF FIGURES		ix
CHAPTER 1	INTRODUCTION	
	1.1 Background to the Study	1
	1.2 Problem Statement	4
	1.3 Objectives of the Study	5
	1.4 Research Questions	6
	1.5 Research Hypotheses	7
	1.6 Significance of the Study	8
	1.7 Scope of the Study	9
	1.8 Limitations of Study	9
	1.9 Definitions of Terms	10
CHAPTER 2	REVIEW OF LITERATURE	
	2.1 Introduction	13
	2.2 Previous Studies	14
	2.2.1 Empowerment and Performance	14
	2.2.2 Literature gap on the impact of empowerment on employee performance in Malaysia	25
	2.3 Theoretical Framework	26
CHAPTER 3	METHODOLOGY	
	3.1 Introduction	30
	3.2 Research Design	30
	3.3 Population and Sampling	31
	3.4 Instrumentation	32
	3.5 Data Collection Procedures	33
	3.6 Framework for Data Analysis	34

CHAPTER 4	DATA ANALYSIS AND RESULTS	
4.0	Introduction	38
4.1	Demographics of Respondents	39
4.1.1	Breakdown by Position Level	39
4.1.2	Breakdown by Age Group	40
4.1.3	Breakdown by Experience	41
4.1.4	Summary of Respondents' Profile	41
4.2	Reliability Test	42
4.3	Mean Score Analysis	45
4.4	Pearson Correlation Analysis	47
4.5	Data Analysis	49
4.6	Summary of Findings	55
CHAPTER 5	DISCUSSION AND CONCLUSION	
5.1	Review of Findings	58
5.2	Discussion	59
5.3	Implications	66
5.4	Conclusion	70
5.5	Recommendations for Practice	71
5.6	Recommendations for Future Research	73
REFERENCES		75
APPENDIX	Research Questionnaire	89

LIST OF TABLES

Table 3.1	Summary of Analytical Framework	35
Table 4.1	Frequency Table by Position Title	39
Table 4.2	Frequency Table by Age Group	40
Table 4.3	Frequency Table by Experience	41
Table 4.4	Alpha Coefficient Guide	43
Table 4.5	Cronbach's Alpha Results	44
Table 4.6	Mean Score of Independent Variables and Dependent Variable	45
Table 4.7	Pearson Correlation Table, Guildford's (1972) Rule of Thumb	47
Table 4.8	Correlation between empowerment dimensions and performance	48
Table 4.9	Correlation between Meaning and Performance	49
Table 4.10	Correlation between Competence and Performance	50
Table 4.11	Correlation between Self Determination and Performance	51
Table 4.12	Correlation between Impact and Performance	51
Table 4.13	Overall Correlation of Empowerment with Performance	52
Table 4.14	Model Summary	53
Table 4.15	Coefficients ^a	54
Table 4.16	Summary of Findings	56
Table 5.1	Explained variance of critical work outcomes by psychological empowerment	61
Table 5.2	Unique explained variance of job satisfaction by empowerment dimensions	62

LIST OF FIGURES

Figure 2.1	Spreitzer's Four Dimensions of Empowerment	27
Figure 2.2	The Relationship between the Interactive Use of Performance Measurement System	28
Figure 2.3	Research Framework	29

CHAPTER 1

INTRODUCTION

1.1 Background to the Study

Empowerment has a broad context and it can be viewed through various dimensions and perspectives. It can be viewed as a set of managerial practices aimed at increasing an employee's autonomy and responsibilities thereby enabling them to discharge their job or tasks more effectively and efficiently. Empowerment can also be viewed as an individual's approach to proactive work orientation, thereby increasing the employee's performance and efficiency. Employee empowerment activities like self managed teams, total quality management, and quality control circles are implemented with the objective of increasing employee productivity and innovation (Lawler, 1992).

Authors and researchers such as Kanter (1977), Block (1987), Sullivan (1994), Vogt and Murrell (1990) and Menon (1995) viewed empowerment from the perspective of the leader's role in empowering employees . This means that managers adopt the leadership style of coaching to help employees solve problems and empower them through delegation and providing latitude for decision making.

Foster-Fisherman and Keys (1995), Thomas and Velthouse (1985) and Conger and Kanungo (1988) looked at empowerment from the individual perspective. The individual perspective refers to the ability of individual to influence his own behaviour or having “self empowerment”.

Landes (1994), Sims (1986), Rothstein (1995) and Gorden (1995) see collaboration and teamwork as a form of empowerment while Gilbert (1993), Westphal, J D (1997) and Ward (1993) found it critical to change the processes of work within an organisation to achieve employee empowerment.

Against these multi-dimensional perspectives on empowerment, most of the empowerment literature reviewed concludes that an empowered workforce will lead their organisation to achieving a competitive advantage. In other words, there is a positive relationship between empowerment and performance.

Does the same conclusion hold for Malaysian employees and companies? In a study conducted by K Ayupp and T H Chung (2010) from Universiti Malaysia Sarawak on “Empowerment : Hotel Employees’ Perspective”, it was found that from the hotel employees’ perspective, communication, coaching, participation in decision making, training and rewards have a positive relationship with empowerment. Therefore, for companies to be successful, Ayupp and Chung (2010) emphasised that empowerment must involve management practices that adopt an open communication and sharing of knowledge, power and rewards throughout the organisation.

Another study on empowerment in the Malaysian context was undertaken by Md Abdur Raquib, (2010) from the Multimedia University. His study on “Empowerment Practices and Performance in Malaysia – an Empirical Study” in the education, information technology and telecommunication service sectors in Malaysia, found that Malaysian firms have to focus significantly on certain fundamental perspectives in (i) relinquishing the authoritarian way of treating the employees in the workplace; (ii) giving them respectful power and authority to make their own decisions; (iii) valuing their individualistic talents, ideologies and philosophies and (iv) training them to acquire innovative ways to nurture their talents, scholastic aptitudes, technological knowledge, entrepreneurship and leadership skills.

Both studies in the Malaysian context were conducted on the service industry with different research objectives but with both studies having a focus on empowerment and performance. How then would Malaysian employees in the automotive sector view empowerment? Compared to the service industry, the manufacturing and assembly of automotive component processes are more rigid and controlled. Would empowerment, therefore impact the performance of employees in the automotive industry? Is empowerment positively correlated to employee performance in the automotive industry? This study on the impact of empowerment on employee performance in the automotive industry in Malaysia will attempt to answer some of these questions. Spreitzer’s (1995) findings on psychological empowerment will be used as a basis to determine the impact of empowerment on employee performance in the automotive industry.

1.2 Problem Statement

Globalisation has opened up various opportunities and challenges for Malaysian organisations to compete internationally. Besides technological advancement, a developed, competent and empowered workforce will give Malaysian organisations an edge over its competitors. Studies on empowerment have shown that it has a strong correlation to employee performance in terms of higher productivity, job satisfaction and reduction in staff turnover in organisations (Ongori, H, 2007). This therefore, leads to the question of “Is this correlation applicable to the Malaysian context or more specifically, in the automotive sector?” This question is prompted based on Hofstede’s (1980) rating on Malaysia as being a high power distance society, which indicates an environment of non-empowerment.

Empowerment is a well studied subject in the US but little research has been conducted in Malaysia (Md Abur Raquib, et. la (2010). Much of the literature reviewed so far on employee empowerment in the Malaysian context, have been found to focus on the service industry. Studies on the impact of empowerment on employee performance in the Malaysian automotive sector, however, is still lacking. What is the impact on employee performance if Malaysian employees are not empowered? To what extent does empowerment influence employee performance? Without in-depth information on how employees view empowerment and how it relates to their individual performance, Malaysian automotive industry players may not be able to harness fully the potential of their employees.

1.3 Objectives of the Study

This study is undertaken to investigate the correlation between empowerment and employee performance. It will focus on the relationship of the four (4) independent variables of empowerment (Spreitzer, 1995) - meaning, competence, self determination and impact - with employee performance.

The objectives of the study are :

- a) To determine the relationship between meaning and employee performance in the Malaysian automotive industry
- b) To determine the relationship between competence and employee performance in the Malaysian automotive industry
- c) To determine the relationship between self determination and employee performance in the Malaysian automotive industry
- d) To determine the relationship between Impact and employee performance, and in the Malaysian automotive industry
- e) To determine the overall relationship between empowerment and employee performance in the Malaysian automotive industry
- f) To examine the influence of empowerment on employee performance in the Malaysian automotive industry

1.4 Research questions

This study on the impact of empowerment on employee performance in the automotive industry will address the following questions :

- a) What is the correlation between meaning and employee performance in the Malaysian automotive industry?
- b) What is the correlation between competence and employee performance in the Malaysian automotive industry?
- c) What is the correlation between self determination and employee performance in the Malaysian automotive industry?
- d) What is the correlation between impact and employee performance in the Malaysian automotive industry?
- e) What is the correlation between empowerment and employee performance in the Malaysian automotive industry?
- f) What is the influence of empowerment on employee performance in the Malaysian automotive industry?

1.5 Research Hypotheses

This study will test the following hypotheses:

H₁ : There is a significant correlation between meaning and employee performance in the Malaysian automotive industry

H₂ : There is a significant correlation between competence and employee performance in the Malaysian automotive industry

H₃ : There is a significant correlation between self determination and employee performance in the Malaysian automotive industry

H₄ : There is a significant correlation between impact and employee performance in the Malaysian automotive industry

H₅ : There is a significant correlation between empowerment and employee performance

H₆ : There is a significant influence of empowerment on employee performance in the Malaysian automotive industry

1.6 Significance of the Study

This study will contribute to the growing body of knowledge on employee empowerment in Malaysia. There have been various studies conducted on employee empowerment in various sectors of industries in Malaysia. Among some of the studies conducted on employee empowerment in Malaysia are in the education sector (Nik Azida Abd. Ghani, et. al, 2009), information technology and telecommunication services sector (Md Abdur Raquib, et. al, 2010), hotel (Kartinah Ayup and Then Hsiao Chung 2010), and MNCs (Azman Ismail, Nur Baizura Natasha Abidin and Rabaah Tudin (2009).

More specifically, this study is to test the applicability of Spreitzer's findings that the four dimensions of psychological empowerment (meaning, self-determination, competence and impact) has a correlation to employee performance in the Malaysian automotive industry.

The findings from this study on the impact of empowerment on employee performance in the automotive industry will add on to the existing body of literature on employee empowerment in Malaysia as well as to bridge the gap in information pertaining to employee empowerment in the automotive industry.

For Malaysian managers in the automotive industry, this study will give them perspectives on whether empowerment influences their employee performance. This information and knowledge will therefore, enable Malaysian managers to have a better understanding of their employees' perception about empowerment. It will also

help managers to better manage their employees to improve their individual and organisational performance.

1.7 Scope of Study

The scope of study covered executive and managerial level employees of automotive assemblers and component parts manufacturers in Malaysia. The study is focused on assessing empowerment in relation to employee performance in the automotive industry.

1.8 Limitations of the study

The conclusions derived from the findings of this study need to consider the following limitations :

- a) Time was a constraint in collecting data from a bigger group of respondents. The small sample size of 89 respondents may limit the findings of the research
- b) The accessibility to data or sampling was constrained by strict adherence of respondents' company's rules and regulations in getting approval to facilitate such surveys in the respondents' company. This may have limited the sample size.
- c) This study relied on the respondents' self assessment including self-reported performance levels which could not be cross checked with their immediate superior

- d) This study was focused on Spreitzer's four dimensions of psychological empowerment (intrinsic motivation) and did not include other factors that can influence employee's perception of empowerment like organisation information sharing, structural framework, and control of workplace decisions (Russell A Mathews, Wendy Michell Diaz and Steven G Cole, 2003)

1.9 Definitions of Terms

Four (4) independent variables of empowerment (Spreitzer's, 1995 framework of psychological empowerment) were identified to be investigated in relation to the dependent variable, ie employee performance in the automotive industry :

- i) Meaning
- ii) Competence
- iii) Self Determination
- iv) Impact

The terms are defined as follows :

a) Empowerment

There are various definitions of empowerment depending on the perspectives it is viewed. Empowerment is about employees exercising discretion, autonomy, power and control in their job to deliver expected performance. Conger and Kanungo (1988) defined empowerment as the motivational concept of self-efficacy. Therefore, it has

a generally wider agenda and interests of the organisation. Menon's (2001) definition of empowerment as "moving decision making authority down the (traditional) organisational hierarchy" summarises the essence of empowerment. In summary, empowerment is about enhancement of employees' autonomy in their work, and an increased involvement and influence in decision making

The four dimensions of empowerment in accordance to Spreitzer's (1995) study are defined as follows :

i) Meaning

Meaning is the value one places on the importance on a given job, based on the individual's own standards and ideals (Thomas and Velthouse, 1990). It also involves a fit between the job's role and the beliefs, values and behaviours of the individual (Brief and Nord, 1990).

ii) Competence

Competence is the ability or capability of the individual to perform tasks or responsibilities assigned. Gist (1987) defined competence as the individual's belief in his or her capability to perform activities with skill.

iii) Self-Determination

Self-determination is the autonomy in which an individual makes decisions about his work. It is therefore, an individual's sense of having a choice in initiating and

regulating actions to achieve expected results (Deci, Connell & Ryan, 1989). Examples of self-determination are making decisions on work methods, pace and effort.

iv) Impact

Impact is the degree in which an individual can influence strategic, administrative or operating outcomes at work (Ashforth, 1989). It is also an individual's belief that they can have a real impact on organisational outcomes or results.

b) Employee Performance

Employee performance is about employees achieving the results, goals or standards as per the expectations set by the organisation. Employees are rated on how well they do their jobs compared to the performance standards set. In short, it is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost, and speed, the initiatives they take, their creativity in solving problems and the resourcefulness in the way they utilise their resources, time and energy (Rothman & Coetzer, 2003).

In summary, all references made to meaning, competence, self determination, impact, empowerment and employee performance in the following pages of this paper, are defined as stated above. This is to ensure alignment of understanding of the terms and terminology used.

REFERENCES

- Akbar, Etebarian, Saeid Salehizadeh, Mehdi Abzari & Saied Abdolmanafi (2010). Importance of the Relationship between Psychological Empowerment of Employees and Human Resources Productivity in Government Organisations. *European Journal of Economics, Finance and Administrative Services, Issue 26 (2010)*
- Ameson H, & Ekberg K. (2006). Measuring empowerment in working life : a review. *Work 2006 : 26 (i), 37-46*
- Aryee, S. & Chen, Z.X. (2006). Leader-member exchange in a Chinese context: Antecedents, the mediating role of psychological empowerment and outcomes. *Journal of Business Research, 59: 793-801.*
- Ashforth, B.E. (1989). The experience of powerlessness in organizations. *Organizational Behaviour and Human Decision Processes, 43, 207-242*
- Ashforth, B.E. (1990). The organizationally induced helplessness syndrome : A preliminary model. *Canadian Journal of Administrative Sciences, 7, 30-36*
- Avolio, B.J., W. Zhu, W. Koh & P Bhattia (2004). Transformational leadership and organisational commitment : Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behaviour 25, No 8, 951-968*

- Ayup, Kartinah, & Chung, Then Hsio (2010). Empowerment : Hotel Employees' Perspective. *Journal of Industrial Engineering and Management* v3n3, 561-575
- Azman Ismail & Girardi, Antonia (2009). The Mediating Effect of Empowerment in the Relationship between Transformational Leadership and Service Quality. *International Journal of Business and Management Vol 4 No 4*
- Azman Ismail, Nur Baizura Natasha Abidin & Rabaah Tudin (2009). Relationship between transformational leadership, empowerment and followers' performance : An empirical study in Malaysia. *Scientific e-journal of Management Science / www.revistanegotium.org.ve* 13 (5) 5-22
- Block, P (1987). *The Empowered Manager : Positive Political Skills at Work*. San Francisco : Jossey-Bass.
- Boudrias, Jean Sebastien, Gaudreau, Patrick, Savoie, Andre & Morin, Alexandre J S, (2009). Employee Empowerment : From Managerial Practices to Employees' Behavioural Empowerment. *Leadership & Organisation Development Journal, Vol 30 No 7*, 625 – 638
- Brief, A.P. & Nord, W.R (1990). *Meanings of Occupational Work*. Lexington, MA : Lexington Books

Burke, W (1986). *Leadership as empowering others (pp 51-77)in S Srivasta (Ed.), Executive Power*. San Francisco : Jossey-Bass

Byham, W. C. (1988). *Zapp! The lightning of empowerment*. New York : Harmony Books

Carless, S.A. (2004). Does psychological empowerment mediate the relationship between psychological climate and job satisfaction. *Journal of Business and Psychology*, 18(4): 405-425.

Carter, J D Tony (2009). Managers Empowering Employees. *American Journal of Economics and Business Administration* 1 (2), 39 – 44

Chan, Y. H. (2004). Biostatistics 201 Linear regression analysis. *Singapore Med J*, 45: 55-61.

Chen, G., Kirkman, B.L., Kanfer, R., Allen, D., & Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of Applied Psychology*

Chen, G. & Klimoski, R.J. (2003). The impact of expectations on newcomer performance in teams as mediated by work characteristics, social exchanges, and empowerment. *Academy of Management Journal*, 46: 591-607

- Chi (Thomas) Keung Cham, Ng (Keith) Yong Ngee & Casimir Gian (2010). The diminished effect of psychological empowerment on the self-empowered. *Managing Service Quality Vol 20 No 6*, 531 – 543
- Claydon, Tim, & Doyle, Mike (1996). Trusting me, trusting you? The ethics of employee empowerment. *Personnel Review Vol 25 No 6*, 13 – 25
- Conger, J. A. & Kanungo, R. N. (1988). The empowerment process : integrating theory and practice. *Academy of Management Review, Vol 13 No 3*, 471 - 82
- De Wettinck, Koen, Jagdip Singh, & Buyens, Dirk (2003). Psychological Empowerment in the Workplace : Reviewing the Empowerment Effects on Critical Work Outcomes. *Vlerick Leuven Gent Working Paper Series 2003/29*
- Deci, E. L., Connell, J. P., & Ryan, R. M. (1989). Self-determination in a work organization. *Journal of Applied Psychology, 74*, 580-590
- Foster-Fishman, P. G. & Keys, C. B. (1995). The inserted pyramid : how a well meaning attempt to initiate employee empowerment ran afoul of the culture of a public bureaucracy. *Academy of Management Journal Best Papers Proceedings*, 364 – 72
- George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference. 11.0 update (4th ed.)*. Boston: Allyn & Bacon.

- Gilbert, G.R. (1993). Employee empowerment : flaws and practical approaches. *The Public Manager, Vol 22 No 3*, 45-49
- Gist, M.E. (1987). Self-Efficacy: Implications for Organizational Behavior and Human Resource Management. *Academy of Management Review 12(3)* : 472-485.
- Gorden, W. I. (1995). People should be as important as profits : from enchantment to empowerment. *Vital Speeches of the Day, February 15, 1996*, 285-288
- Greasley, Kay, Bryman, Alan, Naismith, Nicola & Soetanto, Robby (2008). Understanding Empowerment from an Employee Perspective – What does it mean and do they want it? *Team Performance Management Vol 14 No 1 / 2*, 39 – 55
- Guildford, J P (1973). *Fundamental Statistics in Psychology and Education*. New York : McGraw Hill
- Hackman, J.R. & Oldham, G.R. (1980). *Work Redesign*. Reading, MA : Addison-Wesley
- Hand, Max (1995). Empowerment : you can't give it, people have to want it. *Management Development Review Vol 8 No 3*, 36 – 40

- Hocwalder J, & Brucefors, AB (2005). A Psychometric Assessment of a Swedish Translation of Spreitzer's Empowerment Scale. *Scandinavian Journal of Psychology*, 46, 521 – 529.
- Hofstede, G (1980). *Culture's consequences : International differences in work-related values*. Beverley Hills, CA : Sage Publications.
- Holt, G. D., Love, P. E. D. & Nesan, L. J. (2000). Employee empowerment in construction: An implementation model for process improvement. *Team Performance Management : An International Journal*, 6(3 / 4), 47-51
- Honold, Linda (1997). A review of the literature on employee empowerment. *Empowerment in Organisations Vol 5 No 4*, 202 – 212
- Joo (Brian) , Baek-Kyoo & Shim, Ji Hyun (2010). Psychological empowerment and organizational commitment: the moderating effect of organizational learning culture. *Human Resource Development International 13 : 4*, 425-441
- Kanter, Rosabeth Moss (1977). *Men and Women of the Corporation*. New York : Basic Books.
- Kanter, Rosabeth Moss (1989). *Change Masters*. London: Unwin Hyman Ltd.
- Kirkman, B. & Rosen, B. (1999). Beyond self-management: The antecedents and consequences of team empowerment. *Academy of Management Journal*, 42, 58-71

- Koberg, C. S., Boss, W., Senjem, J. C., & Goodman, E. A. (1999). Antecedents and outcomes of empowerment: Empirical evidence from the health care industry. *Group and Organization Management*, 34(1): 71-91.
- Kraimer M.L, Seibert, S.E, & Liden R.C (1999). Psychological Empowerment as Multidimensional Construct : A Test of Construct Validity. *Educational and Psychological Measurement*, 59(1) : 127 – 142
- Landes, L (1994). The myth and misdirection of employee empowerment. *Training*, Vol 31 No 3, 116 – 117
- Lashinger, H. K. S., Finegan, J., Shamian, J. & Wilk, P. (2001). Impact of structural and psychological empowerment on job strain in nursing work settings : Expanding Kanter's model. *Journal of Nursing Administration*, 31, No. 5, 260-272
- Lawler, Edward E (1992). *The Ultimate Advantage : Creating the High Involvement Organisation*. San Francisco : Jossey-Bass
- Liden, R. C., Wayne, S. J., & Sparrowe, R. T (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85, 407-416.

- Locke, E. A., Frederick, E., Lee, C., & Bobko, P (1984). Effect of self-efficacy, goals and task strategies on task performance. *Journal of Applied Psychology*. 69, 241-251
- Macher, K (1988), "Empowerment and the bureaucracy", *Training and Development Journal*, 42 (9), pp 41-45
- Matthews, Russell A., Diaz, Wendy Mitchell & Cole, Steven G (2003). The Organisational Empowerment Scale. *Personnel Review*, Vol 32 No 3, 297 – 318
- McGregor, D. (1960, 1985), *The Human Side of Enterprise*. New York : McGraw-Hill
- Md Abdur Raquib, Anantharaman, R. N., Eze, Uchenna Cyril & Md Wahid Murad (2010). Empowerment Practices and Performance in Malaysia – An Empirical Study. *International Journal of Business and Management Vol 5 No1 January 2010*, 123 -149
- Menon, Sanjay T (1995). Empowerment : Definition, Measurement and Construct Validation. *McGill University, Canada*
- Menon, Sanjay T (2001). Employee Empowerment : An Integrative Psychological Approach. *International Association for Applied Psychology*.

- Moye, M. J., & Henkin, A. B. (2006). Exploring associations between employee empowerment and interpersonal trust in managers. *Journal of Management Development*, 25, 101-117
- Nielsen, E. H. (1986). *Empowerment strategies : Balancing authority and responsibility*, in A. Srivasta & Associates (Eds), *Executive Power*. San Francisco : Jossey - Bass
- Nik Azida Abd Ghani, Tengku Ahmad Badrul Shah bin Raja Hussin & Kamaruzaman Jusoff (2009). Antecedents of Psychological Empowerment in the Malaysian Private Higher Education Institutions. *Internal Education Studies Vol 2 No 3*, Aug 2009
- Nik Azida Abd. Ghani, Tengku Ahmad Badrul Shah bin Raja Hussin & Kamaruzaman Jusoff (2009). The Impact of Psychological Empowerment on Lecturers' Innovative Behaviour in Malaysian Private Higher Education Institutions. *Canadian Social Science Vol.5 No.4*
- Ongori, H (2007). A review of literature in employee turnover. *African Journal of Business Management* 1, 49-54
- Ongori, H & Shunda, J. P. W. (2008). Managing behind the scenes : Employee empowerment. *The International Journal of Applied Economics and Finance*, 2 (2), 84-94
- Ozer, E., & Bandura, A. (1990). Mechanisms governing empowerment effects: A self-efficacy analysis. *Journal of Personality and Social Psychology* 58, 472-486.
- Rothman, S and Coetzer, E.P.,(2003). The Big Five Personality Dimension on Job Performance. *SA Journal of Industrial Psychology* 72.

- Rothstein, L. R. (1995). The empowerment effort that came undone. *Harvard Business Review, January-February*, 20-31
- Seibert, S. E., Silver, S. R. & Randolph, W. A. (2004). Taking empowerment to the next level : a multiple level model of empowerment, performance and satisfaction. *Academy of Management Journal*, 47 (3), 352-350
- Shapiro, Gillian (2000). Employee involvement : opening the diversity Pandora's Box? *Personnel Review Vol 29 No 3*, 304-323
- Sims, H. P., Jr (1986). Beyond quality circles : self managing teams. *Personnel, Vol 52 Vol 1, January*, 25-31
- Sparrowe, R.T. (1994). Empowerment in the hospitality industry: An exploration of antecedents and outcomes. *Hospitality Research Journal*, 17(3): 51-73.
- Spector P E (1986). Perceived control by employees : A meta-analysis of studies concerning autonomy and participation at work. *Human Relations*, 39, 1005-1016
- Spreitzer, G.M., De Janesz, S., and Quinn, R.E. (1999). Empowered to lead: The role of psychological empowerment in leadership. *Journal of Organizational Behavior*, 20: 511-526.

Spreitzer, Gretchen H, (1995). Psychological Empowerment in the Workplace : Dimensions, Measurement, and Validation. *Academy of Management Journal*, Vol 38 No 5, 1442-1465

Spreitzer, Gretchen M, Lizilos, Mark A and Nason, Stephen W (1997). Dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction and strain. *Journal of Management*, Sept – Oct 1977

Spreitzer, G. & Quinn, R. E. (1996). Empowering middle managers to be transformational leaders. *Journal of Applied Behavioral Science*, 32(3): 237-261.

Sullivan, K. D (1994). Empowerment and control : a new management paradigm. *Educational Leadership*, Seattle University

Sutherland, Riette, De Bruin, Gidgeon P & Crous, Freddie (2007). The Relation Between Conscientiousness, Empowerment and Performance. *Journal of Human Resource Management*, 5(2), 60 – 67

Thomas, K & Tymon, W (1994). Does empowerment always work : Understanding the role of intrinsic motivation and personal interpretation. *Journal of Management Systems*, 6(3)

Thomas, K. W. And Velthouse, B. A (1990). Cognitive Elements of Empowerment. *Academy of Management Review* 15, 666-681

- Tuuli, Martin M, & Rowlinson, Steve (2007). Towards a Conceptual Framework of Empowerment and Job Performance in Project Teams. *Association of Researchers in Construction Management*, 3 -12
- Vogt, J.F & Murrell, K.L. (1990). Employee empowerment : solution to a burgeoning crisis? *Challenge*, Vol 38 No 5, 25-7
- Wall, Toby D, Wood, Stephen J. & Leach, Desmond J (2004). Empowerment and Performance. *International Review of Industrial and Organisational Psychology*, Vol 19
- Walliman, N. S. R. (2001). *Your Research Project : A Step-by-Step Guide for First Time Researcher*. Sage Publications Ltd
- Ward, P. J (1993). A Study on organisational variables affecting worker empowerment. *Educational And Psychological Studies, University of Miami*
- Wat, D., & Shaffer, M.A.. (2005). Equity and relationship quality influences on organizational citizenship behaviors: The mediating role of trust in the supervisor and empowerment. *Personnel Review*, 34(4), 406-422
- Watson, T. (1995), *Sociology, Work and Industry*, 3rd ed., Routledge, London.

- Webster, Carly (2006). An empirical analysis of the relationship between the interactive use of performance measurement systems, creativity and performance : the intervening role of psychological empowerment. *Working Paper, Monash University*
- Westphal, J D (1997). Customisation or conformity? An institutional and network perspective on the content and consequences of TQM adoption. *Educational and Psychological Studies, University of Miami*
- Yuhanis Ab Aziz (2008). The Effects of Emotional Dissonance and Employee's Empowerment on Service Quality and Customer Satisfaction Perception : Customer Level Analysis. *Journal of Economics and Management* 2(2), 237-258
- Zainal Ariffin Ahmad, Dr & Noorliza Karia (2010). Quality Practices that Pay : Empowerment and Teamwork. *Malaysian Management Review* 0012/001209
- Zakuan N M, Yusof, SM & Shamsudin S (2007). Implementation of Quality Management Practices in Malaysian Automotive Industries : a Review. *Advanced Processes and Systems in Manufacturing (APSIM)*